George Mason University
Graduate Course Approval/Inventory Form

Please complete this form and attach a copy of the syllabus for new courses. Forward it as an email attachment to the Secretary of the Graduate Council. A printed copy of the form with signatures should be brought to the Graduate Council Meeting. Complete the Coordinator Form on page 2, if changes in this course will affect other units.

Please indicate:  _____ NEW  __X__ MODIFY  _____ DELETE

Local Unit: Community College Education
Graduate Council Approval Date:

Course Abbreviation: CTCH  Course Number: 624

Full Course Title: Finance and Fiscal Management in Higher Education

Abbreviated Course Title (24 characters max.): Finance/Management HE

Credit hours: 3  Program of Record: DACCE

Repeatability for Credit?  
___ D=Yes, not within same term  Up to hours
___ T=Yes, within the same term  Up to hours
__X_ N=Cannot be repeated for credit

Activity Code (please indicate):  
___ Lecture (LEC)  ___ Lab (LAB)  ___ Recitation (RCT)
___ Studio (STU)  ___ Internship (INT)  ___ Independent Study (IND)
___ Seminar (SEM)

Catalog Credit Format 3 : 3 : 0  Course Level: GF(500-600) __X__ GA(700+)

Maximum Enrollment: 18  For NEW courses, first term to be offered: Fall 2004

Prerequisites or corequisites:

Catalog Description (35 words or less) Please use catalog format and attach a copy of the syllabus for new courses:

An overview of higher education finance and fiscal management.

For MODIFIED or DELETED courses as appropriate:
Last term offered:  Previous Course Abbreviation: HELA  Previous number: 624

Description of modification: change course code and description as directed by CAS Council

APPROVAL SIGNATURES:
Submitted by:  ________________________________ email: gkettlew@gmu.edu

Department/Program:  ________________________________ Date: __________________

College Committee:  ________________________________ Date: __________________

Graduate Council Representative: ________________________________ Date: __________________
GEORGE MASON UNIVERSITY  
Course Coordination Form

Approval from other units: NONE

Please list those units outside of your own who may be affected by this new, modified, or deleted course. Each of these units must approve this change prior to its being submitted to the Graduate Council for approval.

<table>
<thead>
<tr>
<th>Unit:</th>
<th>Head of Unit’s Signature:</th>
<th>Date:</th>
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Graduate Council approval: ___________________________________________ Date: ____________

Graduate Council representative: ______________________________________ Date: ____________

Provost Office representative: ________________________________________ Date: ____________
CTCH 624  Finance and Fiscal Management in Higher Education

Course Information

Faculty Information

Course Overview
This course provides an overview of higher education finance and fiscal management. It is a study of the nature, goals and basic principles of business management, finance and budgeting practices in the contemporary college and university setting. It addresses issues and challenges of revenue trends, the impact of enrollment growth, and policy decisions. This course combines the theoretical knowledge with practical applications.

Desired Student Outcomes

Students will
1. Have an understanding of the complexity of financing in institutions of higher education and the economic context in which they operate.
2. Understand the concepts of budgeting, budget structures, and budget reform.
3. Be able to examine and analyze financial statements and develop a budget for one unit of an institution.
4. Understand capital budgeting and project evaluation.
5. Understand the relationship of budgeting to the mission of the institution and instructional programming.
6. Understand the relationship of auxiliary enterprises to the local budgeting process.
7. Be knowledgeable about national organizations and publications related to finance and fiscal management.

Required Texts


Recommended Journals:
University Business
Harvard Education Review
Journal of Education Finance
Business Officer Magazine

Recommended Websites
www.nacubo.org National Association of College and University Business Officers;
www.appa.org Association of Higher Education Facilities Officers
www.aahe.org American Association for Higher Education
Class Policies
All appropriate George Mason University policies are in effect. (See catalog.)

Assignments
1. Preparation for discussion of textbook and other assigned readings.
2. Participation in small group case study on budgeting.
3. Preparation of five 2-page reaction papers to assigned topics.
4. One 10-page research paper on topic of choice as approved by the instructor.
5. Participation at least twice weekly in WebCT forums.
6. Development of a portfolio of materials from external sources and from student work relative to the course.

Student Evaluation and Grading

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<tr>
<th>Component</th>
<th>Percentage</th>
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<tr>
<td>Class and WebCT participation</td>
<td>15%</td>
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<tr>
<td>Case Study Presentation</td>
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<tr>
<td>Reaction Papers to Journal Articles</td>
<td>20%</td>
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<tr>
<td>Research Paper</td>
<td>30%</td>
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<td>Portfolio</td>
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Schedule of Activities and Assignments

Weeks 1 and 2 Introduction and overview of finance from historical and economic perspectives

Week 3 College and university budgeting—structures and cycles
The decision-making process for centralized and de-centralized systems
Reaction Paper #1 due

Week 4 The state role in higher education finance

Week 5 Tuition and tuition issues
Reaction Paper #2 due

Week 6 Federal student aid, scholarships, and grants

Week 7 Auxiliary Enterprises and Contracts
Reaction Paper #3 due

Week 8 Fiscal Management and Technology: Infrastructure Issues for Finance Applications and Overall Programming

Week 9 Budget Allocation Processes, Methods, and Practices
Reaction Paper #4 due

Week 10 Capital Budgeting and Project Evaluation
Reaction Paper #5 due

Week 11-12 Budget Simulation and Case Studies

Week 13 Presentations
Week 14
Staffing the Finance/Budget/Business Offices

Week 15
Issues and Trends for the Decade
Research Paper Due